

~~C O N F I D E N T I A L~~

Attachment V

Attitude Change of the Office of Finance in Phase I

1. Prior to taking Phase I, participants fill out questionnaires which are designed to reveal their managerial attitudes, assumptions, and values. Other forms used at the end of Phase I can be compared to show shifts that have taken place during the week. These scores can then be compared with external norms.

2. Managerial Values.

In answering questions pertaining to the most effective way to manage, the Office of Finance heartily endorsed the 5,5 style prior to taking Phase I, and dramatically shifted to 9,9 by the end of the week. The entire Office shifted more than the norm and more than any other group within the Agency. The first two Phase I groups had the biggest shift that has been recorded within the Agency. Even so, the final scores indicated a lingering fondness for 5,5 and a less than normal endorsement of 9,9. Some individuals showed large shifts in managerial values; about 10% showed little or no shift in their preference for the various styles.

3. Self-perception

Students also choose descriptive paragraphs which they see as most typical of their managerial style, both at the beginning and at the end of Phase I. A very impressive shift in the way they saw themselves was registered by the Office of Finance as a whole and by many individuals.

Number who saw themselves as 9,9: before - 88
after - 42

Number who saw themselves as 5,5: before - 18
after - 43

Number who saw themselves as 9,1: before - 7
after - 27

Number who saw themselves as 1,9: before - 8
after - 9

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4. In any Phase I where there has been open, candid interaction between team members during the week, the fraction who see themselves as 9,9 usually drops from about $3/4$ of the total to about $1/3$, with a corresponding shift to 5,5 and 9,1. In the case of the Office of Finance, the shift to 5,5 was much greater than expected from the norms; in fact, 5,5 actually became the predominant style, which is most unusual.
5. A third set of questions asks people to indicate how they would actually deal with a set of managerial situations. In comparison with Agency seniors and Mid-Careerists, the Finance officers (before taking the Grid) selected 9,9 actions significantly less often and 1,9 actions significantly more often.
6. These are shifts in attitudes and values as perceived and reported by the students at the time; they do not represent changes in managerial behavior or even heightened insight necessarily. However, the reported shifts are greater than normal; the Agency seniors for example, have reported much less change.

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